

06 AUG 1975

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MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Director of Planning, Programming and Budgeting
Special Assistant for Information Control

SUBJECT : Competitive Evaluation System for Employees of the Management and Services Directorate

1. A new competitive evaluation system has been adopted for the professional careerists, through the GS-14 level, of the MG career service. I would like this new system to be utilized by the other career services throughout the Management and Services Directorate. You may feel it necessary to make minor modifications to fill some peculiar requirements of your Service, but I want to approve any basic modifications before you initiate the system.

2. Attached are the DD/M&S Administrative Instruction No. 73-18, "Fitness Reports for Members of the MG Career Service" and the explanation of the evaluation system which uses the information from the Fitness Report as the basic data for evaluating and ranking the careerists. These two papers should provide you with the philosophy and objectives as well as the technical procedures for revising your evaluation system.

3. Please adopt this evaluation system for your careerists as quickly as possible and provide me with a copy of the announcement and the instructions which are prepared explaining the system to your employees.

STATINTL

HAROLD L. BROWNMAN

Deputy Director

for

Management and Services

Attachments

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AN EVALUATION SYSTEM FOR THE SUPPORT CAREER SERVICE

I. OBJECTIVES OF THE EVALUATION SYSTEM

The objectives of the Support Career Service Evaluation System are:

- A. To provide each officer with the standards upon which he will be competitively evaluated;
- B. To identify qualified "S" careerists who merit advancement on the basis of their demonstrated performance and project potential;
- C. To counsel and motivate the individual "S" careerist by providing relevant information on how he is performing in relation to others in his grade;
- D. To improve the long range effectiveness of the Management and Services Directorate by identifying "S" careerists with executive potential;
- E. To identify "S" careerists whose current performance signals the need for counseling, training, reassignment, demotion or other action including separation.

II. OVER-ALL POLICY

It is the policy of the Deputy Director for Management and Services (DD/M&S):

- A. To rank competitively all "S" careerists at specific grade levels at least annually and to use these rankings to determine promotions, to aid in the assignment process and to identify those employees who may need counseling or other career service attention;
- B. To permit accelerated advancement within the "S" Career Service;
- C. To require that all substantive matters considered in the ranking process be made a matter of record without disclosing the source of privileged items. This information will be used by the DD/M&S, the Career Management Officer (CMO) or by some other officer, designated by the DD/M&S, to counsel the individual employee.

The following precepts are to be used as the basis for evaluation:

- A. The Official Personnel Folder should be used as the principal source of information for panel consideration. It may, however, be supplemented by any other material that the CMO or a panel member may consider relevant;
- B. Emphasis should be placed upon each officer's ability to perform effectively in a wide range of responsibilities;
- C. Emphasis should be placed upon an officer's demonstrated willingness to accept assignments in the interest of the career service, except where circumstances justify limitations on his availability;
- D. Emphasis should be placed upon each officer's ability to perform effectively at a higher grade level;
- E. While each officer's executive potential must be evaluated, this evaluation becomes critical at the mid-officer level (GS-12, 13, or 14);
- F. Emphasis should be placed on more recent performance;
- G. Emphasis should be placed upon each officer's demonstrated willingness to acquire and update his communications skills and his knowledge of the support and management process as evidenced by participation in sponsored and unsponsored internal and external training, attendance at professional conferences, etc.

IV. RANKING INSTRUCTIONS

- 1. Each section of the attached Ranking Worksheet identifies a specific dimension of the "S" careerist. While Support Officers may hopefully share common attributes and talents, there will be a distinct difference in the skills, performance and potential of individual officers, depending upon their position and grade with the Support Career Service. The following weighting factors are to be used to determine the net scores:

	Junior Level (GS-07 to 11)	Mid Level (GS-12 to 14)
Performance	5	4
Skills and Experience	3	4
Potential	5	4

2. To achieve an objective, competitive ranking of all "S" careerists, the attached worksheet will be used by each subpanel member. After each panel member has prepared a separate worksheet for each officer within the specific grade, he will then rank order all officers on the basis of their over-all weighted scores. When each has developed his ranking list, the subpanel as a whole will reach a consensus on a final ranking which will in turn be submitted to the Staff Operations Panel. A summary worksheet is to be prepared on each rated individual to reflect the panel's consensus rating.

V. SUBPANEL FINDINGS

Each subpanel will present the following to the Staff Operations Panel:

- A. A list of all "S" Careerists within the grade under review; the listing should indicate the boundaries of upper, middle and, where appropriate, lower groups of officers or those who could not be rated. Supporting explanations for the decision not to rate officers must be included. Recommendations for other specific career service action should be indicated;
- B. The summary worksheets supported by the individual panel members ranking worksheets are to be presented to the Staff Operations Panel to be used to counsel employees when appropriate;
- C. Any recommendations for improving the evaluation system or ranking criteria. Comments on rating or reviewing officers may also be included in these recommendations.

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ATTRIBUTE DEFINITIONS

A. PERFORMANCE

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| 1. Creativity | The degree to which an individual identifies, develops, and articulates innovative alternatives and solutions to problems. |
| 2. Initiative | The degree to which an individual undertakes action on his own or actively seeks additional tasks or problems for solution. |
| 3. Judgment | The degree to which an individual is able to make sound recommendations or effective decisions. |
| 4. Productivity | The degree to which an individual completes assignments with minimal supervision and within environmental constraints (time, information, etc.). |
| 5. Reliability | The degree to which an individual can consistently be expected to produce high quality work. |
| 6. Self-reliance | The degree to which an individual relies on his own confidence, efforts or powers to accomplish a given task; i.e., his ability to operate successfully on his own. |
| 7. Versatility | The degree to which an individual displays a willingness to accept and the ability to perform competently in a variety of assignments. |
| 8. Integrity | The degree to which an individual is willing to take the personal risk of expressing independent opinions and maintaining his position in the face of opposition. |
| 9. Discretion | The degree to which an individual evidences the ability to act prudently within the operating environment. |

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B. SKILLS AND EXPERIENCE

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| 1. Conceptual | The degree to which an individual can identify the significance of a given situation or problem, develop alternatives and recommend a reasonable course of action. |
| 2. Experience | The degree to which an individual has successfully performed in a wide range of jobs; e.g., assignments within the Management and Services Directorate, or in other Directorates or Independent Offices. |
| 3. Interpersonal | The degree to which an individual successfully relates and works with subordinates, peers, supervisors and counterparts in other organizations. |
| 4. Leadership | The degree to which an individual influences or motivates others in the successful achievement of tasks or activities. |
| 5. Managerial | The degree to which an individual is able to organize and direct an activity or task to its completion. |
| 6. Self-expression | The degree to which an individual can effectively express himself orally and in writing. |
| 7. Technical | The degree to which an individual has mastered and keeps abreast of the substantive area(s) within which he works. |

C. DEMONSTRATED EVIDENCE OF POTENTIAL

1. Advancement Does the individual's past year of performance indicate that he has no apparent prospect for promotion; has limited potential for further advancement; has average potential for further advancement; or is ready for promotion and has a demonstrated potential for success at higher levels of responsibility within the Directorate.
2. Executive The degree to which an individual can be expected to mature and develop the variety of skills needed at the highest levels of the Directorate.
3. Self-improvement The degree to which an individual seeks to enhance his skills and ultimate value to the Directorate; e.g., formal training, attendance at professional conferences, etc.